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*** ADMINISTRATIVE SUPPORT ***

- A. ADMINISTRATION MEANS MANAGEMENT - RESPONSIBILITY OF EVERYONE.
- B. ORGANIZATION, METHODS, AND PROCEDURES IN CIA MAKE ADMINISTRATIVE SUPPORT MOST COMPLEX.
- C. CAN'T COMPARE TO INDUSTRY.
- D. CAN'T COMPARE TO ANY OTHER GOVERNMENT AGENCY.
- E. CLANDESTINE SERVICES IS BIG PROBLEM.
- F. HOW DO PEOPLE SEE THAT THEY GET WHAT THEY NEED, WHEN THEY NEED IT, AND IN TIME TO ACCOMPLISH THEIR OBJECTIVES WITH DUE REGARD FOR SECURITY?
- G. WITH DUE REGARD FOR SECURITY AGAIN, HOW CAN WE ACCOUNT FOR THE MONEY AND MATERIEL THEY REQUIRE AND USE IN A WAY THAT WILL SATISFY AUDITORS (WHOMEVER THEY MAY BE) AND OURSELVES (INCLUDING THE DIRECTOR) THAT THEY HAVE BEEN USED EFFECTIVELY AND IN A WAY WHICH HAS AVOIDED WASTE OR AN ABUSE OF THE VERY BROAD POWERS WHICH THE DIRECTOR HAS BEEN GRANTED TO CARRY OUT THE MISSION OF CIA?

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H. VARIOUS CONCEPTS OF CENTRALIZED ADMINISTRATION.

1. AUTONOMY - SEMI-AUTONOMY - CENTRALIZATION.
2. GOOD ARGUMENTS.
3. SECURITY - NO FLAPS, SO MUST ASSUME SYSTEM CAN WORK.
4. MUCH MORE ECONOMICAL, SO MUST ASSUME IT IS RIGHT SYSTEM.

I. SUMMER OF 1952.

1. NO COMMON UNDERSTANDING.
2. NO REGULATIONS.
3. PEOPLE - FINANCE - SECURITY - LOGISTICS - ETC.

J. PROGRESS ON REGULATIONS

1. INDEX ONLY.

K. PROGRESS ON PEOPLE.

1. CAREER SERVICE.

L. GREAT PROBLEM - FORECAST NEEDS WITH ACCURACY.

1. BUDGET - DIFFICULT TO ESTIMATE, BUT NECESSARY.
2. MATERIEL - VERY SIZEABLE PROCUREMENT AND SUPPLY ACTIVITY. DIFFL-

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3. PEOPLE -

M. SOME OF OUR FORECASTING IN PAST NOT GOOD.

1. TURN BACK 37% OF APPROPRIATIONS.
2. MATERIAL REQUIREMENTS HAVE NEVER VERY BAD.
3. PERSONNEL REQUIREMENTS - T/O'S, ETC.

N. PLANNING FOR ADEQUATE SUPPORT.

IT IS IMPORTANT THAT PLANNING OFFICIALS REALIZE THAT WE CANNOT BUY RESULTS WITH DOLLARS. WE BUY SERVICES AND THINGS WITH DOLLARS WHICH, THROUGH THE MANAGEMENT PROCESS, ARE CONVERTED INTO THE DESIRED END OBJECTIVES. ADMINISTRATIVE SUPPORT SHOULD, THEREFORE, BE CONSIDERED NOT ONLY IN TERMS OF THE AMOUNT OF MONEY REQUIRED AND THE PURPOSES FOR WHICH IT WILL BE USED, BUT ALSO IN TERMS OF THE METHODS AND PROCESSES WHICH MUST BE EMPLOYED IN CONTROLLING AND ADMINISTERING THE MONEY WHICH IS MADE AVAILABLE FOR A GIVEN PROJECT OR PROGRAM.

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0. ACCOUNTING.

IT IS SOMETIMES DIFFICULT TO CONVINCE OPERATING OFFICIALS THAT THE FACTUAL DETAILS WHICH ARE REQUIRED TO SUPPORT FINANCIAL ACCOUNTINGS ARE NECESSARY AND SERVE A USEFUL PURPOSE. ACTUALLY, FACTUAL DETAIL IS AS ESSENTIAL TO THE ACCOUNTING PROCESS AS IT IS TO THE INTELLIGENCE PROCESS. AN INTELLIGENCE REPORT BASED UPON HALF-TRUTHS, GUESSES, RUMORS, AND OPINIONS IS AN UNRELIABLE INSTRUMENT TO BE USED AS A BASIS FOR FORMULATING NATIONAL POLICY AND ADMINISTERING NATIONAL AFFAIRS. A FINANCIAL REPORT WHICH IS NOT BASED UPON FACTUAL, DETAILED INFORMATION IS EQUIALLY UNRELIABLE AS A BASIS FOR FORMULATING AGENCY POLICY AND ADMINISTERING AGENCY ACTIVITIES. THE INTELLIGENCE PROCESS AND THE ACCOUNTING PROCESS HAVE THESE POINTS IN COMMON. THEY INVOLVE:

- 1. THE SYSTEMATIC ACCUMULATION AND RECORDING OF FACTS.**
- 2. THE EVALUATION AND DISSEMINATION OF THE FACTS TO**

**APPROPRIATE OFFICIALS TO BE USED AS A BASIS FOR
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3. THE END PRODUCT - INTELLIGENCE REPORT OR FINANCIAL

REPORT - IS ONLY AS TRUE AS THE FACTS UPON WHICH

IT IS BASED - IF FALSE OR MISLEADING, IT CAN BE

DANGEROUS.

THERE DOES NOT APPEAR TO BE ANY VALID REASON WHY ANY OPERATING

OFFICIAL WHO IS CAPABLE OF REPORTING FACTUALLY ON INTELLIGENCE

ACTIVITIES CANNOT BE EXPECTED TO RENDER FACTUAL FINANCIAL

REPORTS. WHILE THE CIRCUMSTANCES UNDER WHICH CERTAIN FINANCIAL

TRANSACTIONS ARE CONDUCTED IN AN INTELLIGENCE ORGANIZATION MAY

MAKE IT NECESSARY TO TOLERATE THE ACCEPTANCE OF FINANCIAL AC-

COUNTINGS IN BAD FORM, WE SHOULD NOT TOLERATE BAD FACTS.

1. ARMED OBLIGATION IN THIS AGENCY.

2. UNVOUCHERED MONEY.

(A) INTENT OF CONGRESS.

(B) PROTECTION OF DIRECTOR.

(C) CONSCIENCE.

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(D) GOOD RECORDS

(E) NATIONAL ESTIMATES.

OUR CONSCIENCE SHOULDN'T HURT US IF A WELL CONCEIVED AND CAREFULLY PLANNED AND SUPERVISED PROJECT IS A COMPLETE FAILURE, EVEN THOUGH IT HAS BEEN EXPENSIVE, NOR SHOULD OUR CONSCIENCE BOTHER US IF A NATIONAL ESTIMATE IS WRONG, EVEN THOUGH EXPENSIVE. SUCH FAILURES ARE INEVITABLE IN OUR BUSINESS. BUT IT SHOULD BOTHER US IF WE DO NOT FAITHFULLY CARRY OUT THE INTENT OF CONGRESS WHEN IT GRANTED US THE VERY BROAD POWERS WE HAVE OR IF WE DON'T DO EVERYTHING REASONABLE TO GET THE MOST FOR THE TAXPAYER'S DOLLAR.

P. SUMMARY.

1. ADMINISTRATION MEANS MANAGEMENT, WHICH IS YOUR RESPONSIBILITY AS WELL AS MINE.

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- 2. FORECAST HONESTLY AND REALISTICALLY WHETHER IT BE FOR MEN,
MONEY, OR MATERIEL.**
- 3. USE THE MEANS AT YOUR DISPOSAL JUDICIOUSLY AND AS CAREFULLY
AS YOU WOULD IF YOU WERE PERSONALLY PAYING THE BILL.**
- 4. KEEP ACCURATE AND FACTUAL RECORDS AND RENDER COMPLETE
ACCOUNTINGS.**
- 5. DO NOT ABUSE USE OF CONFIDENTIAL OR UNVOUCHERED FUNDS
AUTHORITY.**

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NOTE: This is outline of speech to be given by
Colonel White at the Orientation Course
on 6 October 1954.

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